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24 March 1966

25X1

Mr. ☐

 We have a number of matters that should be resolved in connection with the Support Officers Development Program.

 1. Accommodation within ceiling of intake in the next few years. I had given you a projection on this which involved approximately 150 ceiling spaces that would be required within the DD/S by 1969 if we continued to recruit at the present rate. I had also given you a note regarding how this might be done by amending the DD/S Admin Instruction on the subject and requiring that when Support components surface requirements they identify them in terms of actual slots (the projection and the note are attached).

 2. A system for insuring that hardship assignments for CT's were "fairly arranged". You had asked about this on 5 January. As things now stand the members of each class as they graduate are used to meet requirements generated. Departing from this procedure would probably require that we back off from our commitments to the Support components here at Headquarters for two-year tours for the people assigned to them.

 3. Evaluation for promotion of program participants. I have arbitrarily, when individuals have reached grade GS-11, thrown them in with our regular GS-11 support officers so that they could be competitively evaluated. On the one hand, this may be unfair to our regular GS-11's. On the other, were we not to do it, we would be unfair to the CT's. I think we should at least take a look at this.

 4. A chairman for the Support Development Panel. You may wish to retain
25X1 ☐ although this is not in accordance with the provisions of the Admin Instruction which requires that the chairman be a member of the immediate office of the DD/S. We should have a meeting shortly, first to consider promotions for certain CT's, second to again remind the DD/S offices that we want their requirements (both short- and long-range) and third to consider possible changes in the program to accommodate to some of the problems outlined above.

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25X1 cc: Mr. ☐

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Excluded from automatic downgrading and declassification

CT Projections – 10 Classes – 25 Each – 8% Attrition Each Class

Ceiling Class	65 June			65 Dec.			66 June			66 Dec.			67 June			67 Dec.			68 June			68 Dec			69 June			69 Dec.		
	CTP	DDS	CSS	CTP	DDS	CSS	CTP	DDS	CSS	CTP	DDS	CSS	CTP	DDS	CSS	CTP	DDS	CSS	CTP	DDS	CSS	CTP	DDS	CSS	CTP	DDS	CSS	CTP	DDS	CSS
1	8		15	8		15	8		15	8		15	21		2	21		2	19		4	19		4	21		2	21		2
2				8		15	8		15	8		15	8		15	21		2	21		2	19		4	19		4	21		2
3							8		15	8		15	8		15	8		15	21		2	21		2	19		4	19		4
4										8		15	8		15	8		15	8		15	21		2	21		2	19		4
5													10		13	10		13	10		13	10		13	21		2	21		2
6																10		13	10		13	10		13	10		13	21		2
7																			11		12	11			12			12		
8																						12			12			12		
9																									12			12		
10																												12		
Ceiling	8		15	16		30	16	8	48	16	16	60	18	37	60	20	58	60	22	79	60	24	100	60	26	122	60	28	146	60

Above assumes CT can carry those remaining at Hdqrs. one year after Support Services Course completion.

SECRET   29 December 1965

Mr. [   ]

Re slotting for the Support Officer's Development Program:

DDS Admin Instruction No. 64-15 states that "Slots to accommodate participants will be assigned to the Support Development Program. All feasible means of obtaining the initial allocation of slots without affecting the staffing complements of the Support components will be explored but it is anticipated the Support Offices themselves will have to be the primary source from which slots will be drawn." To date, we have obtained 11 slots --all from OTR--none as a result of a levy on the Offices. We might now call for a levy--3 of the 11 are encumbered and there are 8 more participants on detail to Support Services who are still on the CT T/O. (This number will increase by another 8 to 10 when the current class is detailed.) However, based on our experience during the past 6 months, I'd like to pose the pros and cons of so doing.

About the only argument in favor of the centralized development complement is that theoretically you have absolute control over the individuals. Realistically, however, this sort of bookkeeping operation does not ensure insulation of the trainees from the influences and pressures brought about by contact with others. It should also be noted that all Career Services (especially Support) retain control of their people by the Service Designation device. This would, of course, also be done for the "SD's."

On the other hand, there are several disadvantages to the centralized T/O:

    1. It does not provide for documentation of the record of the individual. The file, except for fitness reports, will indicate a "trainee" status for as long as the individual is at Headquarters in the SODP. The file should reflect service as a Personnel, Security, Finance or Logistics Officer. [   ] for instance, has served in CSPS and in an Area Division to date. Her Profile will indicate that she's still a Trainee.

    2. As the Program becomes larger, strength figures, ceiling controls, and other management indicators will become less meaningful because of the large group of "details" who won't be officially documented in terms of assignment.

    3. Many offices can't give up positions which remain vacant because of trainee contributions--this because some are not on the

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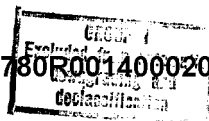
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Office T/O [   ] Also,
abolishing positions as individuals are detailed--with subsequent
reestablishment when the individual moves on--will render T/O's
even more meaningless than they are now, and will make for
increased paperwork.

4. Employees in the Agency have dual allegiance. While it
is true that in most cases this allegiance to the office to which
assigned and to the Career Service runs through the same channels,
it does provide a sense of security to the employee who knows that
he is a short-range member of an office team but a long-range
member of a Career Service. This is especially important for those
assigned to offices under the jurisdiction of a Career Service other
than their own. The Support Officers Development Program partic-
ipants here at Headquarters do have this dual allegiance in fact, but
are confused by the lact of documentation of this fact and by the lack
of understanding of the fact by those with whom they deal on a daily
basis. Their T&A's are handled differently from those of their
peers. Their Locator Cards, their fund drive pledges--all the
administrative minutiae involved in the day to day situation--make
them different from those with whom they work. This is not
desirable and works to the detriment of the individual who is noted
as being unusual, and to the detriment of the Office since the chances
of slippage in servicing these "details" are considerable. We, of
course, can cover this centrally, but we would be doing it on an
individual basis--as opposed to the line approach utilized for almost
all administrative type tasks involving personnel.

5. The centralized T/O arrangement for Headquarters as opposed
to the specific assignment arrangement for O/S makes the Headquarters
assignment seem less desirable. I am sure that in the minds of most
of the CT's those going overseas are headed for real jobs--those
remaining here at Headquarters are seen as continuing in a quasi-
training status. The conclusion for most CT's is that the Headquarters
jobs are "second-class" and that they're here because there weren't
enough opportunities for service abroad.

Were we to change to assignment rather than detail for personnel here at Head-
quarters, we would still effectively utilize the Support Officers Development
Program Complement (currently 11 slots) for the same purposes now served by our
regular Development Complement for Support careerists.

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Recommend that we make the change. This could originate with the Support Development Panel and would involve changing DD/S Administrative Instruction No. 64-15 as indicated on the attached.

HLB

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a. Program Management

(1) A Support Development Panel will be responsible for the Support Officers Development Program. This Panel will be chaired by a member of the staff of the Deputy Director for Support. A permanent secretary to the Panel will be appointed and members will be selected to represent each of the Support Career Services. The Support Development Panel will recommend to the Deputy Director for Support assignments and other actions for the support and administration of this program.

(2) When participants are assigned to components, they will be counted against component staffing complements. They

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will be given "SD--Support Development" career designations. At the conclusion of the officer's developmental training and experience under this program, he will be given a service designation of one of the Support Career Services. Determination of the Career Service affiliation will be arrived at in consideration of the interests of the individual officer in consultation with the Support Offices and with the approval of the Deputy Director for Support.

b. Assignments

(1) Each of the Support components will derive direct benefit from the program by having participants available to them as full-time employees. Participants will be given assignments to provide them with the broadest possible base of experience for their rapid development, leading toward ultimate assignment to one of the Support Career Services. It is expected that assignment to a Career Service will be accomplished within 4 to 6 years but sooner, if possible.

(2) Overseas experience at a small post is considered one of the most effective means of offering a broad base of experience in all facets of Support activities and normally will be planned for the early phases of the development program. However, it should be noted that overseas service of this type may not be available or may not be realistic for every participant.

(3) The developmental experience will be tailored to the needs of the Support directorate as well as those of the individual and the individual Support Career Service. Each office will be responsible for ensuring that the assignment of an individual within that office is such that he will have an opportunity to make maximum contribution to functions of the office commensurate with his grade and experience and consistent with the long-range objectives of the program. In this connection, it is not necessarily intended that the participant become a technical expert in the function of any given office but that he should develop a familiarity and broader base of experience with the office as a whole. Assignments should be active and productive, but production in comparison with that of experienced technicians should not be the only yardstick of measuring "productive performance."

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(2) When participants are assigned to component ~~offices~~,
they will ~~continue to be carried in the Support Officers
Development Program and will not~~ be counted against ~~office~~ _component_

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c. Slotting

(1) Most participants will be assigned to established positions either at Headquarters or in the field. A small number of slots are available to accommodate participants engaging in training or in other activities where assignment to individual components is not feasible. These slots are

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staffing complements. They will be given "SD--Support Development" career designations. ~~Overseas assignments will continue to be on the basis of transfer to the Clandestine Services staffing complement for the tenure of the assignment.~~ At the conclusion of the officer's developmental training and experience under this program, he will be given a service designation of one of the Support Career Services. Determination of the Career Service affiliation will be arrived at in consideration of the interests of the individual officer in consultation with the Support Offices and with the approval of the Deputy Director for Support.

3. An effective central mechanism with the full participation and cooperation of the DD/S component offices should ensure a highly effective program which will provide the several Support Services with a steady input of highly qualified and talented officers. Such a program is considered necessary in order to ensure the highest competence in our personnel for the present and future in the development and maintenance of the Agency support program.

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FOR THE DEPUTY DIRECTOR FOR SUPPORT:

EXECUTIVE OFFICER

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